

**HUBUNGAN DI ANTARA TANGGAPAN GAYA
KEPIMPINAN, BUDAYA ORGANISASI DAN
PELAKSANAAN TQM
DI AGENSI KERAJAAN NEGERI PAHANG**



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**DOKTOR PENTADBIRAN PERNIAGAAN
UNIVERSITI UTARA MALAYSIA
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**HUBUNGAN DI ANTARA TANGGAPAN GAYA KEPIMPINAN, BUDAYA
ORGANISASI DAN PELAKSANAAN TQM DI AGENSI KERAJAAN
NEGERI PAHANG**



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ABSTRAK

Memandangkan kepentingan kualiti dalam menyampaikan perkhidmatan kepada rakyat melalui perkhidmatan yang disediakan oleh agensi-agensi Kerajaan, organisasi perlu melaksanakan aktiviti bagi memastikan kualiti perkhidmatan memenuhi syarat kualiti yang diperlukan oleh pelanggan. Fungsi kepimpinan yang baik dan amalan budaya organisasi juga boleh membantu dan menyokong kualiti aktiviti yang dilaksanakan dengan jayanya dalam organisasi. Oleh itu kajian ini bertujuan untuk meneliti faktor-faktor yang mempengaruhi pelaksanaan Pengurusan Kualiti Menyeluruh (TQM) di agensi-agensi Kerajaan Negeri Pahang. Secara khususnya, objektif kajian ini adalah untuk menentukan sama ada wujud hubungan signifikan di antara tanggapan gaya kepimpinan dengan pelaksanaan TQM. Kajian ini juga ingin menentukan kesan pengantara budaya organisasi ke atas hubungan di antara tanggapan gaya kepimpinan dengan pelaksanaan TQM. Kaedah tinjauan kuantitatif digunakan untuk mengumpul data. Staf daripada agensi-agensi Kerajaan Negeri Pahang telah dipilih sebagai sampel bagi kajian ini. Prosedur persampelan secara rawak berstrata tidak seimbang telah digunakan untuk memilih responden. Sejumlah 1,500 kaji selidik telah diedarkan dan 325 dikembalikan, yang menghasilkan kadar maklum balas sebanyak 21.67 peratus tetapi hanya 277 yang boleh digunakan untuk analisis seterusnya. Dapatan kajian menunjukkan bahawa wujud hubungan yang signifikan di antara tiga variabel (tanggapan gaya kepimpinan transformasional, tanggapan gaya kepimpinan transaksional dan budaya organisasi) dengan pelaksanaan TQM. Dapatan kajian juga menunjukkan bahawa budaya organisasi menjadi pengantara separa bagi hubungan di antara tanggapan gaya kepimpinan transformasional dengan pelaksanaan TQM dan sebagai pengantara penuh bagi hubungan di antara tanggapan gaya kepimpinan transaksional dengan pelaksanaan TQM. Kajian ini dirumuskan dengan perbincangan mengenai implikasi teori dan pengurusan, serta cadangan untuk kajian akan datang.

Kata Kunci: Pelaksanaan TQM, budaya organisasi, tanggapan gaya kepimpinan transformasional, tanggapan gaya kepimpinan transaksional

ABSTRACT

Due to the importance of quality in delivering services to the people through the services provided by government agencies, organizations need to carry out activities to ensure that the quality of the service provided meets the quality required by the customers. The function of good leadership practices and the culture of the organization can also help and support quality activities to be implemented successfully within the organization. Therefore, this study aimed to investigate factors that affect the implementation of Total Quality Management (TQM) in the government agencies in Pahang. Specifically the objective of this study is to determine whether significant relationship exists between perceived leadership styles and TQM implementation. The study also aimed to determine the mediating effect of organizational culture on the relationship between perceived leadership styles and TQM implementation. The quantitative survey method was used to collect the data. Staff of the Pahang State government agencies were chosen as the sample for this study. A disproportionate stratified random sampling procedure was used to select the respondents. A total of 1,500 survey questionnaires were distributed and only 325 were returned, giving a response rate of 21.67 percent but only 277 could be used for further analysis. The findings indicated that significant relationship exists between the three variables (perceived transformational leadership style, perceived transactional leadership style and organizational culture) and TQM implementation. The study also found that organizational culture partially mediates the relationship between perceived transformational leadership style and TQM implementation and fully mediates the relationship between perceived transactional leadership style and TQM implementation. The study concluded with a discussion of the theoretical and managerial implications, and suggestions for future research.

Keywords: TQM implementation, organizational culture, perceived transformational leadership style, perceived transactional leadership style

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AKRONIM

| | | |
|-------|---|--|
| AIM | : | <i>Australian Institute of Management</i> |
| BO | : | Budaya Organisasi |
| DAU | : | <i>Development Administrative Unit</i> |
| DV | : | Pembolehubah Bersandar (<i>Dependent Variable</i>) |
| EFQM | : | <i>European Foundation for Quality Management</i> |
| FA | : | Analisis Faktor (<i>Factor Analysis</i>) |
| FP | : | Organisasi Untuk Keuntungan (<i>For Profit Organizations</i>) |
| GK | : | Gaya Kepimpinan |
| GTP | : | Program Transformasi Kerajaan (<i>Government Transformation Programme</i>) |
| INTAN | : | Institut Tadbiran Awam Negara |
| ISO | : | International Organization for Standardization |
| IV | : | Pembolehubah Bebas (<i>Independent Variable</i>) |
| JPA | : | Jabatan Perkhidmatan Awam |
| KDNK | : | Keluaran Dalam Negara Kasar |
| KIK | : | Kumpulan Inovatif dan Kreatif |
| KMO | : | <i>Kaiser-Meyer-Olkin</i> |
| KPI | : | Petunjuk Prestasi Utama (<i>Key Performance Indicator</i>) |
| MAMPU | : | Unit Pemodenan Pentadbiran dan Perancangan Pengurusan Malaysia |
| MBNQA | : | <i>Malcolm Baldrige National Quality Award</i> |

| | | |
|------|---|---|
| MLQ | : | <i>Multifactor Leadership Questionnaire</i> |
| MPA | : | Merakytakan Perkhidmatan Awam |
| MPC | : | <i>Malaysian Productivity Corporation</i> |
| MV | : | Pembolehubah Pengantara (<i>Mediating Variable</i>) |
| NFP | : | Organisasi Bukan Untuk Keuntungan (<i>Not-For-Profit Organizations</i>) |
| NGO | : | Badan-badan bukan kerajaan (<i>Non-government organizations</i>) |
| NPC | : | <i>National Productivity Corporation</i> |
| OCB | : | Kelakuan Kewarganegaraan Organisasi (<i>organizational citizenship behaviour</i>) |
| PAM | : | Perkhidmatan Awam Malaysia |
| PCA | : | <i>Principal Component Analysis</i> |
| PKPA | : | Pekeliling Kemajuan Pentadbiran Awam |
| PLS | : | <i>Partial least squares</i> |
| QA | : | Jaminan Kualiti (<i>Quality Assurance</i>) |
| QBI | : | <i>Quality by Inspection</i> |
| RBV | : | <i>Resource Base View</i> |
| SEM | : | <i>Structural Equation Modeling</i> |
| SPM | : | Sijil Pelajaran Malaysia |
| SPSS | : | <i>Statistical Package for the Social Sciences</i> |
| SQC | : | <i>Statistical Quality Control</i> |
| STPM | : | Sijil Tinggi Persekolahan Malaysia |
| TGK | : | Tanggapan Gaya Kepimpinan |

| | | |
|-----|---|---|
| TPO | : | Teori Pengurusan Operasi |
| TQM | : | Pengurusan Kualiti Menyeluruh (<i>Total Quality Management</i>) |
| VIF | : | Faktor Inflasi Varians (<i>Varians Inflation Factor</i>) |



BAB SATU

Pengenalan

1.1 Latar Belakang

Tidak dinafikan bahawa dunia perniagaan dalam era globalisasi ini mempunyai persaingan yang begitu intensif. Sesebuah organisasi itu agak sukar untuk terus bersaing kerana ianya memerlukan maklumbalas yang efektif, perkhidmatan yang lebih baik dan efisien, penyampaian yang boleh dipercayai dan integriti kakitangan itu sendiri (Rohaizan & Tan, 2011). Oleh itu, banyak organisasi telah dikejutkan dengan fenomena ini dan menyedari betapa pentingnya untuk memberi keutamaan terhadap kualiti (Rohaizan & Tan, 2011).

Amalan Pengurusan kualiti menyeluruh (TQM) merupakan satu kaedah yang boleh membuat perubahan dalam organisasi terutamanya dalam peningkatan kualiti dalam pengurusan organisasi. Kepentingan TQM dalam sektor pembuatan dan organisasi perkhidmatan telah meningkat dengan ketara dalam tempoh dua puluh tahun yang lalu (Taleghani & Mousavian, 2011). TQM yang merupakan falsafah penambahbaikan berterusan boleh memberikan satu set alat saintifik dan teknik untuk memenuhi keperluan, permintaan dan harapan semasa dan akan datang dalam setiap organisasi (Saliass, 2009).

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